

Project Charter

Project Name: Wisconsin Veterans Homes Staffing Retention and Utilization Assessment

Date Chartered: July 9th 2012

Team Leader: Randy Nitschke

Expected Completion Date: Short Term Goals: August 2012; Long Term Goals: One Year from Start Date

Team Mission: What is the purpose of the team?

Identify areas of improvement within the Division of Veterans Homes, particularly in regards to staffing and decreasing reliance upon outside agency staffing when possible, decreasing reliance on employee overtime usage when possible, decreasing vacancy-fill time, and increasing employee retention. The overall goal is to improve the efficiency, quality and continuity of care provided to our Wisconsin veterans through the processes listed above.

Team Goals/Measures to be used to quantify progress and determine success.

The team will implement improvements that accomplish the following:

1. *Reduce necessity of forced overtime/Increase employee morale and retention* by implementing a “Scheduling Policy” that allows nursing staff to earn a “free pass” from working forced overtime as long as they had perfect attendance during the previous scheduling period. **(Policy in place by 1 August 2012)**
2. *Reduce the vacancy-fill time* by implementing a “Transfer Policy” that allows for vacancies to be filled via transfers in a quick and efficient manner. **(Policy in place by 15 August 2012)**
3. *Cut down on unnecessary staff utilization through managing by volume* by implementing a “Partial Hours” policy at both Veterans Homes which allows nursing staff to voluntarily leave their shift early when certain floors/areas are not at peak volume. This will help with employee retention as well as start to save money through voluntary early release. **(Policy in place by 1 August 2012)**
4. *Reduce the vacancy-fill time* by re-evaluating the roles of HR staff and Supervisors in order to streamline the hiring process. By establishing a direct responsibility chart each entity will have a clear understanding of the process, who is responsible, and timeframes for completing each task. Any necessary training and policies will be overseen by Central Office HR. **(Plan of Action for each home due by COB on 27 July 2012)**
5. *Reduce vacancy fill-time, reduce agency staff and overtime utilization, increase morale and retention by Pool Coding Positions:* Agency is working with both homes to identify pool code positions needed to help assist us in maintaining adequate staffing levels for high turnover classifications. Homes will identify their needs and submit appropriate paperwork through channels by August 31, 2012. Recruiting is on-going.
6. *Long Range Goal – Reason for the above initiatives:* Each Home will start to evaluate overtime and agency staff utilization and begin to create viable proposals for how to reduce both areas effectively and efficiently by 1 October 2012. These proposals and ideas will be discussed and the proper course of action will be selected so that time, effort and money will be saved over the next year and employee retention will begin to increase.

Team Members: Randy Nitschke, Jackie Moore, Steven D'Amanda, Mary Hansen, Racheal Harris, Jesse Wielgat, Reid Aaron, Neal Spranger, Donna Warzynski, Amy Franke, Ken Grant, Jenna Homburg, Michael Trepanier

Issues to be addressed: What problems or opportunities will the team solve?

Decrease reliance upon outside agency staffing (saves money/increase employee morale and retention); decrease reliance on employee overtime usage (saves money, increases employee morale and retention); decrease vacancy-fill time (decreases necessity of agency staff/overtime to cover vacant positions, saves money); and increase employee retention and morale (decreases vacant positions to be filled which decreases overtime/agency staff requirements and increases overall savings).

Expected Results: What will be in place when we are done?

Policies and Procedures in regards to scheduling, transfers, and hiring processes will be in place and standard throughout the homes. Unnecessary steps will be eliminated and time will be saved once all processes and policies are successfully initiated.

Support/Resource People: Who will we need assistance from beside the team members? Supervisors and nursing staff/nursing staff management at each Home.

Responsibilities and Boundaries:

What areas will the team look at?

Staffing, scheduling, hiring, transfer policies, retention, agency staff usage, and overtime usage.

What areas will the team NOT look at?

Right now the focus will primarily be on nursing staff – other staffed areas may be brought into the process on a “as needed” basis; however, for the initial overhaul the nursing staff will be the center objective for this project.